



# Enhanced Report Practitioner Workshop Manual

## **Category: MiRo Practitioner Training**

MiRo, January 8, 2015

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## Introduction to the MiRo Enhanced Report



Driving



Energising



Analysing



Organising

The standard MiRo report asked “How” people do things. The new Enhanced report extends this perspective and gives some insight into “why” they do them.

The standard MiRo report is intended to be simple and easy to understand. It is based purely on “functional type”. That is to say, only around the idea of “how” we do things. These are represented by the central lettering of Jungian personality type, which also relate to MiRo behaviours:

NF: Intuitive Feeler (Energising)  
 NT: Intuitive Thinker (Driving)  
 ST: Sensor Thinker (Analysing)  
 SF: Sensor Feeler (Sensing)

However, because of it’s existential (phenomenological) background, MiRo does not prescribe any particular correct order to these. Also, by taking it’s cue from the Marston’s DISC system, it pays attention to the weight given to each type. This gives the standard report 126 potential permutations as opposed to Myers and Briggs’ 16 and so gives a more personalised view.

Implicit in the standard report is the notion of a “Pivot Point” or what Jung would call a “dominant function”:

N: Intuitive  
 S: Sensor  
 T: Thinker  
 F: Feeler

However, in coaching or personal development this can be misleading. These functions are either Introverted or Extroverted and can be quite different in character as a result.

By adding extra questions to the assessment we can ascertain whether the candidates Pivot Point is Introverted or Extroverted.

This in turn tells us which of the dichotomies is preferred. It indicates if they prefer a more structured and decided style of living, (Judging) Thinking or Feeling or a more flexible and adaptable style of living, (Perceiving) iNtuition or Sensing.

However, we have also taken into account the degree of Introversion or Extroversion in the report. This multiplies the possible outcomes not

by 4 but by 12, creating a total of 1,512 possible narrative reports.

Add to this the graphical additions to the report, based on absolute values and the level of nuance, and the report grows still further.

As well as the extended narrative report the graphic elements offer insight into the candidates:

- Leadership style
- Negotiating and influencing style
- Project management style
- Ability to deal with change

It also offers a full correlate in terms of the standard 16 type Jungian system (e.g. MBTI, Kiersey etc.), which will link to the MiRo website where a more personal (less working style oriented) type narrative may be downloaded.

The Standard report is quick and easy to understand and has been used by practitioners to enhance:

- Team building
- Recruiting
- Presentation Skills
- Effective Sales
- Leadership
- Team Development
- Effective Communication
- Sales Skills
- Mentoring Skills
- Dealing With Conflict
- Emotional Intelligence
- Stress Management
- Assertiveness
- Influencing Skills
- Customer Service Skills
- Career Development
- Coaching and Mentoring Skills
- Decision Making
- Performance Management
- Facilitation Skills

The Enhanced report can do all of this and more. By giving a far more personalised view, it can give real insight into the candidate's personality. Not just how they work but why.

This can give the candidate the opportunity to think in detail about what they do, how they lead, communicate, make decisions, deal with change and so on. This will further enable them to develop.

In development the Enhanced report was called the "coaching" report and was focused on giving the coach more information to work from, but that precluded the idea of self-coaching. So to encourage this, MiRo gives more detailed insight into the self within the Enhanced report, but that insight should spur change or it is no more than a parlour trick. The Enhanced report can help candidates to value and strengthen the things about themselves that work and are already high functioning. They will also be able to grow the areas of their personalities that are not so strong. Although still completely accessible, the Enhanced report can help them to know themselves and their colleagues better and to work more effectively as a result.

Underpinning all of this is MiRo's commitment to providing a truly cost effective psychometric. We know that psychometrics are not an end in themselves but a means to an end. They are almost always used as part of a wider intervention and need to be flexible in terms of output and in terms of cost.

The following manual lays out the enhanced features of the new MiRo Enhanced report and will act as a guide to practitioners through the workshop and application.

# MiRo Enhanced Report Workshop

## Personality Typing

Carl Jung theorised that people can be characterized by their preference of attitude:

Extraverted (E) or Introverted (I).

Their preference towards the functions of perception:

Sensing (S) or iNtuition (N).

Finally, their preference towards the functions of judging:

Thinking (T) or Feeling (F).

Jung's three dichotomies each represent a different preference of orientating yourself towards the world. Isabel Briggs Myers, a researcher and practitioner of Jung's, theorised that the Judging and perceiving Judging (J) or Perceiving (P), was a fourth dichotomy creating Myers Briggs Type Indicating (MBTI).

**Extraversion – Introversion**, signifies the direction of a person's energy in relation to the Self (see below section on concept of attitude).

As we learnt in the standard MiRo reporting section, the next preference, **Sensing or iNtuition**, represents how someone perceives information. 'Sensing' meaning that a person mainly takes in information received directly from the external world.

'Intuition' meaning that a person mainly takes in information received from the internal or created world.

The third preference, **Thinking or Feeling**, represents how a person processes information. 'Thinking' meaning that a person uses logic to make a decision. 'Feeling' meaning that a person makes a decision based on emotion, i.e. based on what they feel they should do.

The fourth preference, added by Isabel Briggs Myers, **Judging or Perceiving**, examines how a person implements information they have processed. 'Judging' meaning that a person organises the majority of their events and tries to stick to the plans. 'Perceiving' meaning that a person will improvise and explore alternative options.

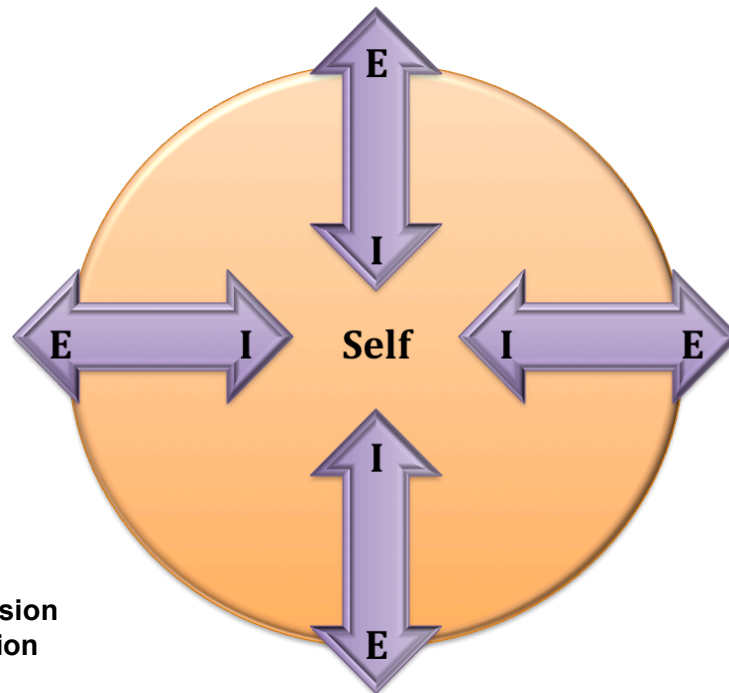
The four dichotomies above give us 16 different combinations, or *personality types*. These types represent which of the two ends of the dichotomy someone has a preference for. Each of the 16 personality types can then be assigned a four-letter acronym of corresponding combination of preferences (see chart below):

## The 16 Personality Types

<b>ENTJ</b>	<b>ENTP</b>	<b>ENFJ</b>	<b>ENFP</b>
<b>INTJ</b>	<b>INTP</b>	<b>INFJ</b>	<b>INFP</b>
<b>ESTJ</b>	<b>ESTP</b>	<b>ESFJ</b>	<b>ESFP</b>
<b>ISTJ</b>	<b>ISTP</b>	<b>ISFJ</b>	<b>ISFP</b>

Table 1: 16 Personality Types

## Introversion - Extroversion and the Concept of Attitude



(E) = Extraversion  
(I) = Introversion

Fig 2: Concept of Attitude Model

The standard MiRo report does not trouble itself with the Concept of Attitude. This is because it works from the premise that work is by nature an Extroverted activity. However, given the enhanced report looks more deeply into personality type, our first and most important stop must be here.

Attitude refers quite simply to the direction in which our energy is focused. That is to say, either inward or outward.

**Note:** It is important not to assume that all Extroverts are outgoing and sociable or that all Introverts are shy.

The words have entered common parlance to denote something to do with confidence. That is not the meaning we are ascribing to here.

A way to think about attitude is to consider where you personally prefer to gain your psychological energy. Do you recharge by being alone and introspective or by engaging with people and things? Plainly there are times when all of us would say yes to either one but remember we are simply talking about general preference. Many of us may even align almost directly between the two.

## Exercise

Take a look at the following statements and place a 1 in the box for every true statement, leave the box blank or insert a 0 if the statement is false.

You openly and easily express your feelings	–
Speaking loudly or to large groups is hard work for you	+
In a new role you quickly get involved in the social activities	+
The more people with whom you speak, the better you feel	+
You'd often prefer to read a book than go to a party	–
You prefer to work with no interruptions or distractions	–
You're comfortable in large groups of people	+
You're more comfortable at the side of a room full of people than at it's centre	–
You'd much rather meet with people in small groups or one to one than in a crowd	–
You prefer to spend your leisure time alone or relaxing in a tranquil family atmosphere	–
You need to get away for a walk or a drive by yourself whenever you can	–
You tend to be the one doing the talking	+
You react quickly to unexpected questions	+
You're slow to get excited about things	–
You like to get on with things rather than spend time weighing options	+
You spend your leisure time socialising, seeing lots of friends and attending gatherings whenever you can	+
You can often be reserved and a little distant with others	–
After prolonged socialising you need to get away and be alone	–
You feel restless if others spend a lot of time deliberating about what to do	+
You tend to think on the go and come up with your best ideas when in discussion with others.	–

**Table: 2 Concept of Attitude Exercise**

Start at 0 and either add or subtract all your +1s or -1s. A negative score suggests that you are an Introvert; a positive score suggests that you are an Extrovert.

The most you can score in either direction is either +10 or -10.



## Introversion (I)

Introversion is characterised by a tendency to look inwards and be aware of the activity of ones internal mind rather than the activity of the external world. Generally, Introversion is viewed as being part of a continuum with Extraversion being at the opposite end. Introversion indicates one end of the scale, while Extraversion represents the other end. Though Introverts operate internally, we of course all live in the real world and Introverts like Extroverts have to deal with it. Introverts tend to be more quiet, reserved, and introspective. Unlike Extraverts who gain energy from social interaction.

After a long period working alone or introspecting on some matter or the other, it can feel like a burden to the Introvert to have to re-enter the world and to associate with others. A crowded office get-together can feel like a holding cell to an Introvert, even as they keep up their end of the chatter. Introverts are drained by social encounters and energised by solitary and often creative pursuits.

When asleep we are all Introverts so this is often likened to getting out of bed in the morning. The Introvert would much rather remain with his or

her thoughts or internal emotional world a little longer.

As a result, Introverts tend to like to think a problem through or simply let it rest and form a coherent shape before acting on it. Meetings are more often than not places to gather information rather than make decisions.

Introverts can be seen as aloof or unfriendly on occasions, when in fact they are simply taking some time to gather their thoughts.

The following traits generally apply to Introverts:

- They are "Reflective" or "reserved."
- They can be comfortable alone and like activities they can do by themselves.
- They like to have a small group of friends and acquaintances.
- They can tend to spend a lot of time reflecting and not moving into action quickly enough.
- They will sometimes forget to check with others to see if their thinking fits the experience.

## Extroversion (E)

Extroversion is characterised by a tendency to look outward and to be aware of the external world. For Extroverts, energy is gained through contact with people and things.

We all need to think and to reflect from time to time and Extroverts are no less able to do so but this is likely to take an effort of will. If the struggle for Introverts to take on an extraverted persona is like getting out of bed in the morning, then the struggle for an Extrovert to introspect may be likened to having to go to bed when the party is still raging. The Extrovert would far rather stay up a little longer in case they are missing out on some opportunity to connect with others.

As a result Extroverts tend to like to get hands on with a problem and undoubtedly work out a solution in real time. Gathering the team together to discuss a way forward, and making decisions as a group seems like the obvious way to proceed.

Extroverts tend to seek out social situations and chances to engage with others. These individuals are often described as being full of life, energy and positivity. Extroverts are often unfairly seen as people who talk too much or like the lime light too much. The truth is they gain energy from engaging in social interaction and bouncing ideas off others.

They can seem impatient or ill prepared, when in fact they are simply keen to get hold of a problem and make something happen.

As a result, Extraverts tend to like to talk a problem through with others and find an immediate solution. Meetings are more often than not places to make decisions rather than to just uncover facts.

The following traits generally apply to an Extrovert

- They are seen as "outgoing" or as a "people person."
- They enjoy working in groups and will actively seek people out in order to help build on their ideas.
- They like to have a large group of friends and acquaintances.
- They can sometimes jump quickly into an activity not allowing enough time to think things over.
- When starting a project, they sometimes forget to stop and get clear on what the final goal is.

## Pivot Points

Also called a “dominant function”, a Pivot Point is a function around which all other functions in the personality work. The four available functions are:

- (T)hinking
- (F)eeling
- i(N)tuition (The (N) is used for iNtuition as the (I) has already been used for Introversion)
- (S)ensing

In most people the Pivot Point remains constant but this can alter with time or depending on circumstances. Once again MiRo does not prescribe what “should” happen, only describes what “is” happening. It is for the candidate to supply meaning, not the practitioner with an imposed theory.

In essence though, the Pivot Point is the principal feature of an individuals personality. A Pivot Point occurs in two distinct methods of orientating yourself towards the world. The preference of orientation indicates how someone likes to live his or her life. It indicates if they prefer a more structured and decided style of living (Judging) or a more flexible and adaptable style of living (Perceiving)? Branching out from these orientations are the functions themselves T, F, N, S.

The Perceiving functions are Sensing or iNtuition, with Sensors tending to experience the world in terms of here and now sensory data and iNtuitors tending to experience the world in a formation of patterns and possibilities.

Thinking and Feeling are Judging functions and people who have a Judging function as a Pivot Point tend to understand the world either as a rational system (Thinking) or as a place defined by their values (Feeling). More on Judging and Perceiving later. For the time being, let us concern ourselves only with the Pivot Point itself.

The Pivot point has always been implicit in the standard MiRo report but is not mentioned in the report itself. This is because to do so would possibly be misleading without the inclusion of one further factor, namely, the additional concept of “Attitude”.

The two possible Attitudes are called Introversion and Extroversion. These have been added to the new enhanced report. Pivot Points, which are also now identified, can be Introverted or Extroverted, so there are in fact eight possible Pivot Points.

### Pivot Points (Dominant Functions)

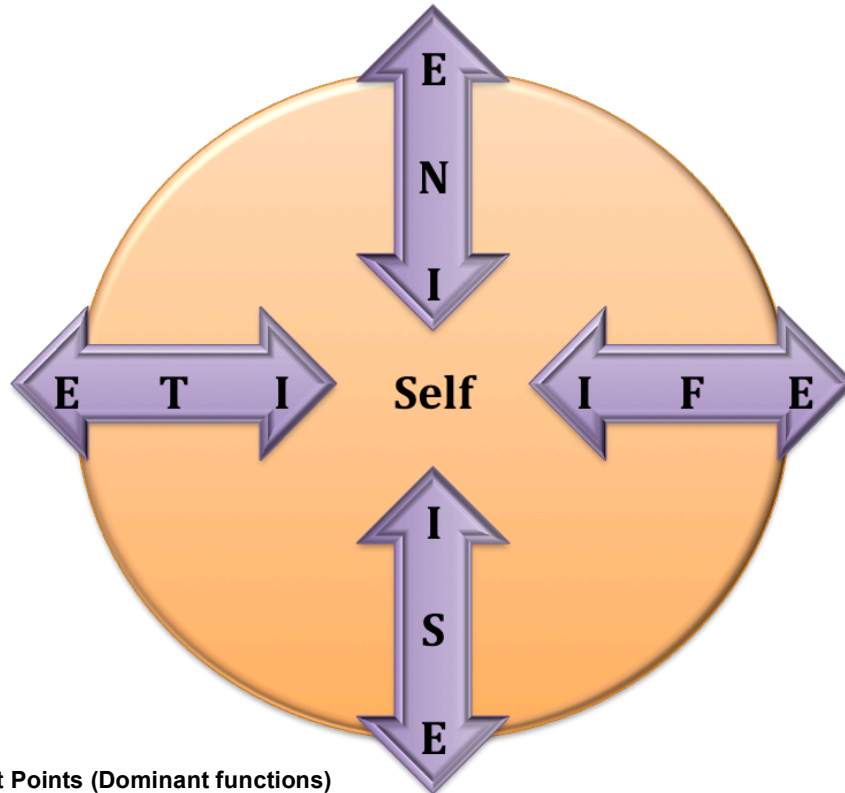


Fig 3: Pivot Points (Dominant functions)

The Eight possible Pivot Points are:

1. Extroverted Feeling
2. Extroverted Thinking
3. Extroverted Sensing
4. Extroverted iNtuition
5. Introverted Feeling
6. Introverted Thinking
7. Introverted Sensing
8. Introverted iNtuition

The Pivot Point is also referred to as the “Dominant function”.

All eight are “cognitive functions”.

## Extroverted Feeling

People whose Pivot Point is Extroverted Feeling, focus their decision making on the external world (outside the mind), making their primary focus people.

When someone's Pivot Point is Extroverted Feeling, they will make decisions by first applying values, rather than objective facts. As an Extrovert, these values will be culturally based, relating to human kind as a whole, while an Introvert would use personal values with which to make a decision.

The overriding factor for making a decision with this Pivot Point, will be considering the impact a decision may have on the collective good and the people around them.

This is in stark contrast to someone whose Pivot Point is Extroverted Thinking, where the decision would be based on just facts. They would want just the facts and to keep any emotion or feeling out of the decision.

People will be important to those whose Pivot Point is Extroverted Feeling, so much so that they will organise their lives in such a way that it allows them to connect with a wide group of people. Relationships and connecting with friends, neighbours, co-workers and colleagues will be a

big part of their life.

They will have the natural ability to tune into the group thinking and know how the group is feeling as a whole. They will be switched on to the morale of everyone around them, which will drive their working style and overall decision-making.

Someone whose Pivot Point is Extroverted Feeling will likely have a very strong sense of what they see as right and wrong, good and bad. These people strive for harmony of the group. In fact Extroverted Feeler's will often take on extra responsibility for the betterment of the group. No action would be seen as too much for achieving and maintaining harmony.

Extroverted Feelers tend to be very well organised when it comes to people. You can typically spot an Extroverted Feeler in a group because they are doing things to organise and help others.

The two personality types where Extroverted Feeling is the Pivot Point are ENFJ and ESFJ.

The two personality types where Extroverted Feeling is auxiliary are INFJ and ISFJ. (See section on Auxiliary, Tertiary and Inferior functions).

## Extroverted iNtuition

People whose Pivot Point is Extroverted iNtuition see the world in a series of patterns and connections. They will have an infinite number of ideas and suggestions on how to make the future better and refine them through externalising with the group.

Having a Pivot Point of Extroverted iNtuition gives people the intuition to have several possible ideas for the future. When it comes to brainstorming, someone with this Pivot Point will be in their element. Their minds will create new ideas faster than most people can absorb them.

Those with a Pivot Point of Extroverted iNtuition are big picture people. They don't like lots of details, but can handle them when necessary. Extroverted iNtuitors see trends and patterns. They excel at seeing the connections between people and events and see meaning behind every action.

These are strategic thinkers who need some control. They can often flit from one idea to another without ever fully completing a task. A lot of the time they will be content to have come up with the brilliant idea but not want to do the hard work that turns it into a reality. This is why someone with

Extroverted iNtuition as a Pivot Point often likes to be in charge of a team. If this isn't possible then they like to be seen as the ideas person, while others carry out the painstaking work of putting ideas into practice.

These individuals give off an air of being ingenious, quick witted and clever. They tend to be very articulate speakers who will speak quickly, fluidly and with ease. Speaking in groups will help develop their ideas, which will come easily to them as they rapidly turn those into words, whole sentences and complete stories.

People with this Pivot Point will be excellent storytellers and will be seen as the "life and soul" of the group. They will strive to make an impression and will appear confident in most social situations.

The two personality types where Extroverted iNtuition is the Pivot Point are ENFP and ENTP.

The two personality types where Extroverted iNtuition is auxiliary are INFP and INTP. (See section on Auxiliary, Tertiary and Inferior functions).

## Extroverted Sensing

People whose Pivot Point is Extroverted Sensing value the present moment. They don't like to dwell on the past or waste time dreaming about the future. They are almost always tuned into the present moment, and may see others as being flighty and spaced out.

They experience directly and in real time what their senses tell them. They notice things happening in the external world before other people, and they interrupt what they see accurately. Extroverted Sensors might also be physically adept in some way, having a tremendous amount of physical energy. They might even feel jittery and jumpy if they have to stay still and in the same place for too long.

Extraverted Sensing occurs when someone is aware of the physical world in detail. They notice relevant facts and occurrences and they learn all the facts they can. They will actively seek more and more input so as to get the whole picture.

The Extraverted Sensing process instantly reads cues to see how far they can go in a situation and still get the impact they need. People with Extroverted Sensing as their Pivot

Point have a strong sense of what is going on around them at all times. They can sense any change in physical movement in the room and will be totally focused on moving safely within their environment.

Extraverted Sensors deal with experiencing and perceiving the outside world in the present moment. They use all their senses to tune into everything that is going on in the external world. They thrive on experiencing the new and exciting and so can be athletic and like to display their talents.

Extraverted Sensors tend to be the life of the group. They enjoy fun environments in which to work and try to make sure everyone is having a good time.

Personality Types where Extroverted Sensing is the Pivot Point are: ESNP and ESTP.

Personality Types where Extroverted Sensing is auxiliary are: ISFP and ISTP. (See section on Auxiliary, Tertiary and Inferior functions).

## Extroverted Thinking

People whose Pivot Point is Extroverted Thinking judge the world based on facts and logic rather than emotions and values. They will ignore how they feel about something so they can look at the objective facts and not be affected by their emotions.

People with this Pivot Point will create backup plans, lists of tasks and apply logic to their decision making. Extraverted Thinking helps them organise their world so they can achieve their goals. This could mean the use of charts, tables, graphs and flow charts etc.

Extroverted Thinking is about organising and monitoring people and the environment so everything works efficiently and productively. In general, Extroverted Thinking aids people in compartmentalising many aspects of life so they can do what is necessary to accomplish their objectives.

Extroverted Thinkers tend to be very structured. Their thought process will be focused on the real world of the here and now. Thus they try to arrange the real world through logic to suit their needs. Extraverted Thinkers will want everything to make logical sense and they will have very little patience for irrelevant activities.

They have a desire to control the environment and can feel frustrated when they are not able to shape their own external world. They will see tasks in logical and sequential order, helping them to easily plan the steps

needed to accomplish a goal and what order they should be completed in.

Extraverted Thinkers have an objective approach, which will be structured around measurements and quantitative standards. They will not be vague or ambiguous and will employ clear definitions, policies, plans and procedures. This means they will carefully spell out how to get from start to finish in the fastest and most logical way.

Due to their objective, fact based style; Extroverted Thinkers can look like they are cold and unfriendly. However, in reality they may not really be this way at all.

They are driven to achieve their goals and objectives logically. In fact they can be so organised and so driven towards achieving results that they frequently end up being seen as the person to turn to when there's a problem.

The need to organise and achieve one's goals results in the Extroverted Thinker establishing procedures and protocols. They can easily create written instructions for others to follow.

Types where Extroverted Thinking is the Pivot Point are ENTJ and ESTJ.

Types where Extroverted Thinking is auxiliary are INTJ and ISTJ. (See section on Auxiliary, Tertiary and Inferior functions).

## Introverted Thinking

People whose Pivot Point is Introverted Thinking are known for being extremely analytical, logical and objective.

Introverted Thinkers work inwardly and are often seen as being aloof. However, they tend to exist within their own heads, where they will be creating complex systems and models. These models will be the blueprints for how things work, so all new information will be tested against them to make sure it fits. If it does not fit, but the Introverted Thinker thinks it might be correct, they will completely re-evaluate their mental model to understand why it does not accommodate the new information.

People with this Pivot Point want the world to make sense in a logical manner. They form an internal framework of how the world works, made up of their internal blueprints. This framework is constantly being modified and improved through life experience and new knowledge. Introverted Thinking's goal is to create a web of knowledge in which everything is interrelated.

Introverted Thinkers are good at troubleshooting. Someone with Introverted Thinking can analyse something, work out where the problems are and suggest ways to fix them rather quickly. Introverted Thinkers also strive for efficiency. They can become very frustrated when something isn't working the way they see it.

People with this Pivot Point can be

seen as striving to do things that are "the most effective for the least amount of work." Sometimes others can see this as laziness, however, it's a form of perfectionism.

People with Introverted Thinking like to use precise language and dislike it if others use words and terminology incorrectly. As such, they tend to have a strong vocabulary and they excel at remembering terminology.

They will explore how things work down at the deepest level. Introverted Thinkers are excellent at creating new theories and ideas and applying them to the outside world. If someone needs help thinking through a problem then Introverted Thinkers are a good port of call. They look at the problem with a very clear and logical eye.

People with a strong Introverted Thinking Pivot Point can be found in electronics, the sciences and IT. Introverted Thinkers will study a subject first and then, with the model of how things work firmly in their minds, go out and apply it to the real world.

Personality Types where Introverted Thinking is the Pivot Point are: INTP, ISTP.

Personality Types where Introverted Thinking is the auxiliary function are: ENTP, ESTP. (See section on Auxiliary, Tertiary and Inferior functions).

## Introverted Feeling

Introverted Feeling is one of the hardest Pivot Points to understand, explain and observe.

Introverted Feeling is a Pivot Point that deals with an individual's own feelings and belief systems. Unlike Extraverted Feeling, which responds to the external environment and other people's emotions, Introverted Feeling deals with personal morals and what the person truly believes. Introverted Feeling is more in depth and complex.

Introverted Feeling takes place inside the mind where others can't observe it. Unfortunately, when it is observable, it is often in the negative form and may be seen as selfishness or a display of exaggerated emotion.

Introverted Feeling is a judging function where the individual uses their own personal value system to make decisions. Thus, people with an Introverted Feeling Pivot Point will normally make decisions based on emotions and how the end result makes them feel, ignoring objective facts and data.

Introverted Feelers are idealists by nature and will have very high expectations of themselves. They are prone to taking on far too much as a result. This can lead to frustration and

fatigue but their internal vision is likely to sustain them.

Introverted Feelers are very sensitive compared to other types. They can be emotional for no obvious reason and it can take some effort to uncover their personal value, which you may have upset. Introverted Feelers are easily offended so they know what it's like to be hurt, which means they will treat others with sensitivity, caring and warmth.

The strongest benefit of having an Introverted Feeling Pivot Point is that these individuals can tune into others who are in need of help. They have a high level of empathy, which means they know what it's like to be hurt or to be in pain.

Thus, Introverted Feelers are often found in nursing, healthcare and counselling type professions, helping people one to one.

Personality Types where Introverted Feeling is the Pivot Point are: INFP and ISFP.

Personality Types where Introverted Feeling is auxiliary are: ENFP and ESFP. (See section on Auxiliary, Tertiary and Inferior functions).

## Introverted iNtuition

People whose Pivot Point is Introverted iNtuiting are likely to give insight to most situations. Their inward approach to seeing patterns and connections gives them a unique perspective and the uncanny ability to have hunches that frequently turn out to be correct.

Somebody who pivots on Introverted iNtuition will build most of their information after it has been processed in the unconscious. As a result, ideas and inspiration are derived in a way that appears that they came from nowhere.

An Extroverted person is focused on the external physical world, where someone pivoting on Introverted iNtuition is focused inwards on the internal world of thoughts, ideas, and concepts. They prefer to focus on the future. They are adept at analysing the past, but they only do so when looking for clues to the future. Those pivoting on Introverted iNtuition may have trouble focusing on the present moment and may appear absent-minded or other worldly.

These are big picture people. Details get in their way. They can handle details but it takes a lot of extra energy and it's stressful. They love theories, concepts and complex systems, making them strategically minded.

Introverted iNtuition understands how the world works through internal intuitive analysis. People with this Pivot Point will utilise gut feelings and intuition about a situation to help them build the big picture.

Someone with this Pivot Point may sense that something is not right. They may be tuned in to a person's tone of voice, a momentary pause or incongruent body language. These things will be observed in an abstract way, making it difficult for them to explain their conclusion to others.

They will not look at what is seen. They will form an internal map and framework of how things work. This framework will be adapted and adjusted in order to get a better sense of the "big picture" and the steps to take to get the desired outcome.

Personality Types where Introverted iNtuition is the Pivot Point are: INTJ and INFJ.

Personality Types where Introverted iNtuition is auxiliary are: ENTJ and ENFJ. (See section on Auxiliary, Tertiary and Inferior functions).

## Introverted Sensing

Introverted Sensing happens inside the mind so it is difficult for other types to observe or understand what is going on. Introverted Sensors organise their thoughts into patterns and are acutely aware of their own mental world.

They are often very knowledgeable and take great pleasure in demonstrating their knowledge of many subjects. Introverted Sensors perceive mostly stored memories of previous sensory experiences and use this to form their mental formations.

Thus an Introverted Sensor will experience something in real time, but then they will quickly compare it to stored memories in their minds. People with Introverted Sensing as a Pivot Point can recall a past experience in vivid detail, complete with any stored emotions.

Introverted Sensors will be hard working and consistent. They will see any role as a duty, taking pride in over-performing. They learn all the processes, rules and facts the role entails and doggedly stick to them.

They tend to enjoy being in a stable environment with job security. They will strive to build a comfort zone to operate in and will do whatever they can to preserve it. Change and unpredictability is unsettling to the Introverted Sensor and can make them feel lost.

Introverted Sensors often have a great attention to detail. They will strive to get a clear picture of goals and objectives and what is to happen. There can be a loyalty to ageless processes that help sustain team cohesion and culture, driving them to protect what is well known and established.

This loyal approach can see the Introverted Sensor relying upon their past experience too heavily, resulting in the person possibly missing out on having new life experiences. They may just continue doing what they have always done, without new experiences.

Introverted Sensing works by recalling facts and details of past events. The Introverted Sensor will possibly have a great memory and is able to recall experiences from the past with great accuracy, making them a valued member of a team. The Introverted Sensor believes the past is a very important indicator of future events and uses it as a framework when making decisions.

Personality Types where Introverted Sensing is the Pivot Point are: ISTJ and ISFJ.

Personality Types where Introverted Sensing is the auxiliary function are: ESTJ and ESFJ. (See section on Auxiliary, Tertiary and Inferior functions).

**Notes:**

## The Judging-Perceiving Dichotomy

Feeling and Thinking are Judging functions, while Sensing and iNtuition are Perceiving functions.

The Judging-Perceiving (J-P) dichotomy was not something Jung had considered but was added by Myers and Briggs many years later in 1941. This is less about who we are but more about how we do things. Given that our subject is “how we work”, this is another crucial piece of the personality jigsaw. Whether you are a Judger or a Perceiver is determined by which main cognitive function you Extrovert.

That is a simple matter if you are indeed an Extrovert. If your Pivot Point is Extroverted Feeling for instance, you are extroverting a Judging function. You are therefore a Judger.

If you are an Introvert your Pivot Point will be Introverted and your Auxiliary function Extroverted. Therefore, if you are an Introverted Feeler we must look at your Auxiliary function. Where it is iNtuition or Sensing it is a Perceiving function. You are a Perceiver.

Judging types prefer a planned, ordered world where things are organised and scheduled. They look to get to closure on issues as they tend to dislike loose ends. They also tend to finish one job before they start the next and are keen to have order.

Perceiving types are more flexible and spontaneous and almost get a kick out of last minute hitches or problems. They dislike routine and prefer to keep their options open, seeing planning as stifling and plans as there to be changed.

### Perceiving

Those who use Sensing and iNtuition as dominant functions are orientating themselves towards the world as Perceivers. They will be spontaneous and will tend to work in short bursts of energy, feeling constricted by a steady pace. They will probably wait until near the deadline to get things done. They will probably not be at their best following a strict plan. They will be driven by what interests them, keeping their options open.

The Perceiver prefers to operate with things open and loose, and will struggle when having to operate in a very structured environment. Perceivers wait until things need to be done. The feeling of having to get things done as the deadline approaches actually energises a Perceiver. That’s because they like the action and thrill of ‘the last minute.’ They will be seen as flexible, adaptable and always open to new ideas.

#### Perceivers tend to:

- Like to be free from set objectives (This does not mean they can’t work to an objective only that they like to be free)
- Enjoy acting on instinct
- As far as possible keep their options open
- Be adventurous and like to explore new ideas
- Work right up to deadlines

## Judging

Those who use Thinking and Feeling as dominant functions are orientating themselves towards the world as Judgers. They will settle into tasks comfortably when decisions have been made. They prefer to drive for closure and a clear plan of action so they can tick off tasks when they have completed them. The lack of a clearly thought-out route will likely concern them and they will have a drive to get things organised and done as early as possible. They will be far more comfortable when things are settled rather than being up in the air or too loose.

Judgers see life in a structured way and they create plans and organise the world around them to reach their goals in a predictable way. They create a sense of control by taking charge of their environment and making choices early. They are self-disciplined and seek closure in decisions.

When they ask for things they are specific about what is needed and expect others to do as they say with little or no discussion. At work, they make hard and fast decisions and work hard to get the job done. Perceivers may see them as rigid and opinionated.

The person who orientates their world through Judging is not the sort of person to leave things hanging and will want to be constantly busy with a clear purpose and direction. They will create a planned, ordered, scheduled existence. They will look to work steadily towards conclusion and do not function so well where the environment has no clear direction or plan of action.

### Judgers tend to:

- Approach things in a planned and ordered way
- Work hard so there are no loose ends
- Seek to complete all tasks on time and to plan
- Like to keep to a decision once it has been made
- Work in a steady and structured way

## Identifying Pivot Points

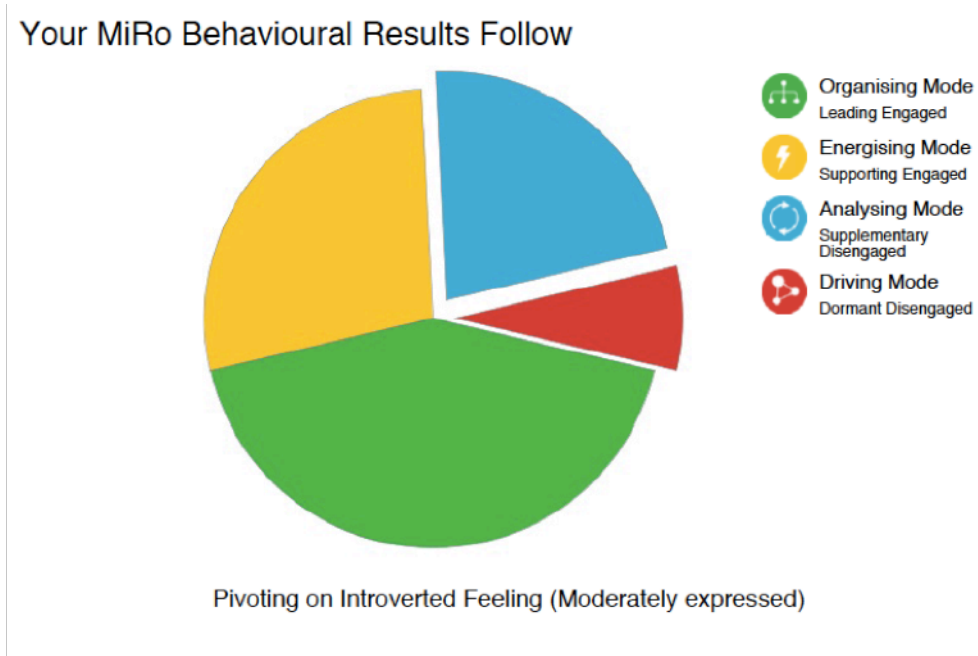


Fig 4a: Identifying Pivot Points Example Graph 1

In the chart above the Leading mode is Organising and the Supporting mode is Energising.

Organising occurs due to Sensing and Feeling working together, while Energising occurs due to iNtuition and Feeling working together. The function shared by these two behavioural modes is Feeling so the Pivot Point is Feeling.

As the legend below the chart indicates, the candidate is an Introvert so the Pivot Point is Introverted Feeling.

In 95% of people identifying the Pivot Point is this simple. That is because the Leading and Supporting modes are adjacent to one another in 95% of people.

But what should we make of the chart below?

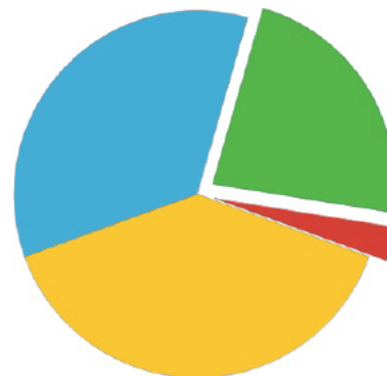


Fig 4b: Identifying Pivot Points Example Graph 2

In about 5% of the population Leading and Supporting modes are non adjacent.

**Notes:**

## Identifying Pivot Points in individuals with Non-adjacent Leading and Supporting modes.

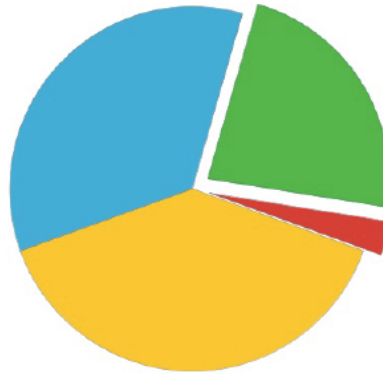


Fig 4c: Identifying Pivot Points Example Graph 3

It is worth noting that one of the reasons that MiRo was created was to be able to accommodate the possibility of the existence of individuals with non-adjacent Leading and Supporting modes. Jungian theory precludes this possibility and would see the chart above as representing either a failure of the assessment instrument or an aberration of the personality. That is to say an indication that the individual was either deliberately trying to falsify the result or that they were in the grip of an “Inferior breach” and were behaving abnormally and inauthentically as a result.

There is not time to go too deeply into the philosophy of this issue here but suffice to say that MiRo does not recognise any theory of personality type as being scientifically derived or philosophically falsifiable. For this reason, MiRo does not accept that any theory should be imposed on an individual who would have otherwise. The chart above belongs to a real

person who recognised traits of both Energiser (NF) and Analyser (ST) as being almost equally valid descriptions of her personality. She was also quite happy that that was the case and even considered it to be an advantage in her life and her work.

However, the Leading mode here is Energising so the Pivot Point must be either iNtuition or Feeling. The Supporting mode is Analysing (ST), which does not share either function with the Leading mode.

To discover which is the Pivot we need to look at the Supplementary (third placed) mode. In this case it is Organising (SF) so the shared function is Feeling. This person is also an Extrovert so the Pivot Point is Extroverted Feeling.

**Notes:**

## Non-adjacent Leading and Supporting modes

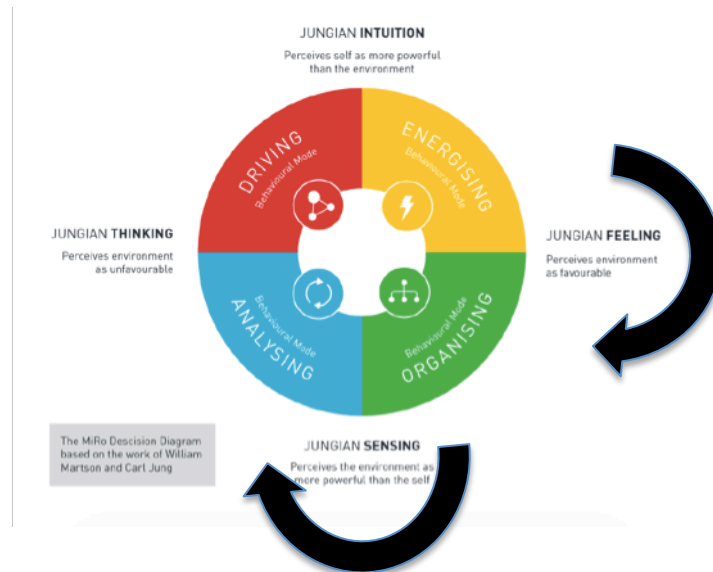


Fig 4a: Non-adjacent Leading and Supporting Modes Graph 1

In the chart on the previous page the link between the Leading and Supporting modes is Organising, so the direction of travel around the diagram above is clockwise. This is why the balance of energy in the Leading mode (and so the Pivot Point) is on the clockwise edge of Energising, namely Feeling.

Had the supplementary mode been Driving (NT), the function shared between Leading and Supplementary modes would have been Intuition. The direction of travel is anti-clockwise so the balance of energy in the Leading mode is on the anticlockwise edge, which in this case would be Intuition.

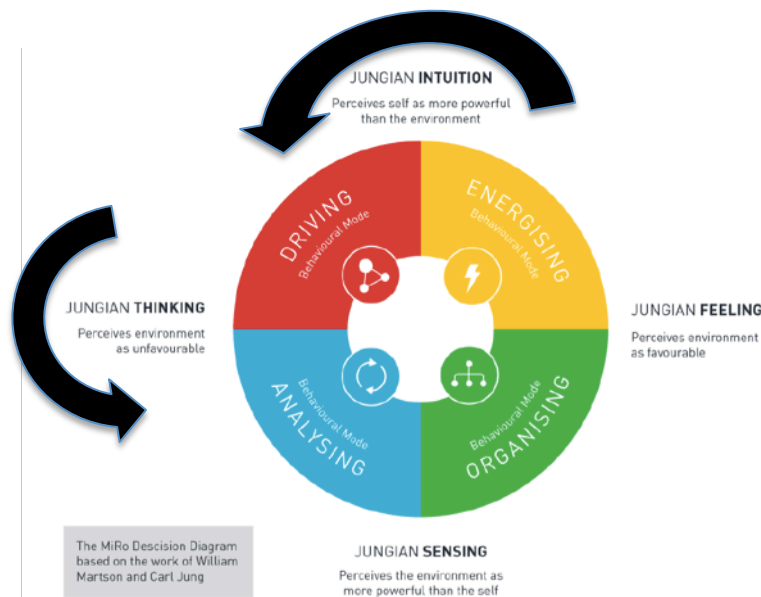
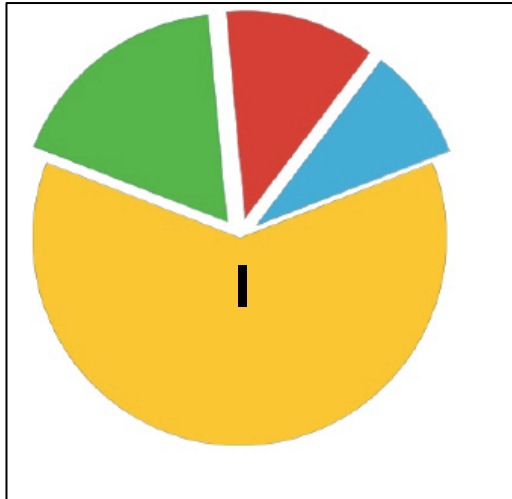


Fig 4b: Non-adjacent Leading and Supporting Modes Graph 2

## Exercise

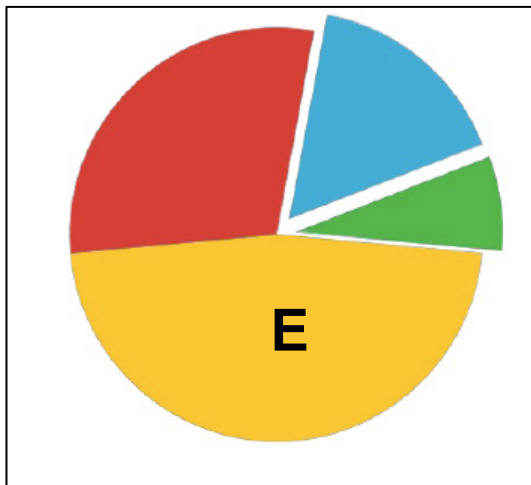
Try identifying the Pivot Points in these charts. The central letter indicates that the individual is an Introvert or an Extrovert.

1.



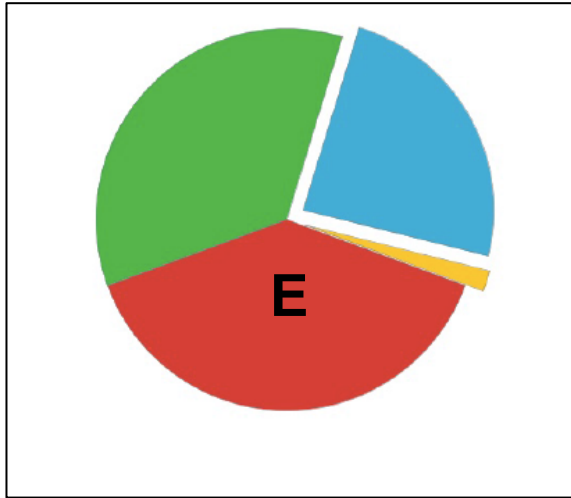
Pivot Point: \_\_\_\_\_

2.



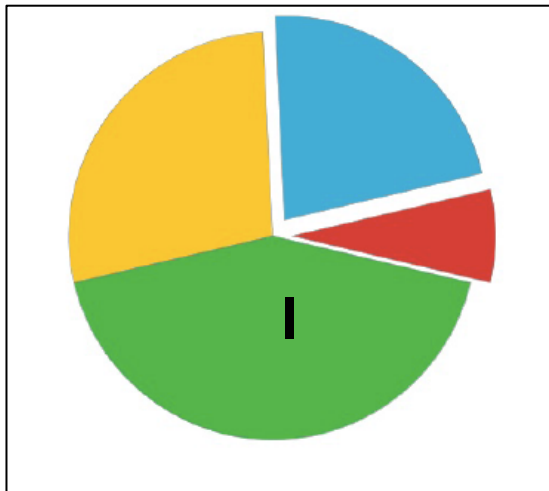
Pivot Point: \_\_\_\_\_

3.



Pivot Point: \_\_\_\_\_

4.

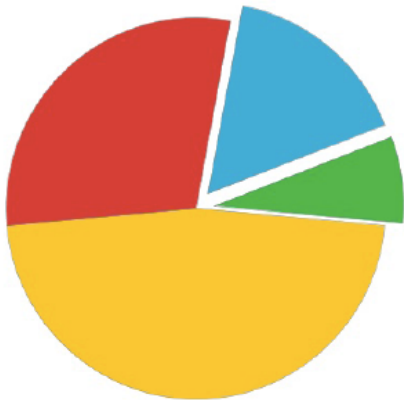


Pivot Point: \_\_\_\_\_

**Notes:**

## Auxiliary, Tertiary and Inferior functions

If the Pivot Point (Dominant function) is Extroverted then all other available functions will necessarily be Introverted and vice versa. Therefore, alongside the Pivot Point are two possible adjacent functions. The closest adjacent function is the other function of the behavioural mode. This is known as Functional Stacking.



**Fig 5: Functional Stacking Example Graph 1**

If the Leading mode is Energising (NF), as in the chart above, and the individual has Extroverted iNtuition as a Pivot Point (Dominant function), then the closest adjacent and so next available function is Introverted Feeling namely, the other half of the Leading mode. This is the Auxiliary function. It is the second in command so to speak and the primary back up to the Pivot Point (Dominant function).

### Finding the Tertiary function

If the Supporting mode is adjacent to the Leading mode (as it is in 95% of

individuals), it will share a Pivot Point with the Leading mode. In this chart the Supporting mode is Driving (NT). The other half of the Supporting mode is therefore Introverted Thinking. This is the Tertiary function. This individual can use either Introverted Feeling (the Auxiliary function) or Introverted Thinking (the Tertiary function) alongside Extroverted iNtuition. However, this is likely to be slightly less developed than the Auxiliary function and so their use of the Driving mode in turn will be less developed than their use of the Leading mode, which is Energising.

### Finding the Inferior function

The Inferior function is the opposite pole to the Pivot Point (Dominant function). In this case the Pivot Point (Dominant function) is Extroverted iNtuition and the function at the other end of the Perceiving dichotomy is Introverted Sensing. This is the Inferior function. This is the least developed of the four available functions. Because most of the individual's energy is in the dominant function the inferior only reveals itself in what Jung called an Inferior breach. This occurs under extreme stress and is, in essence, a mini break down. Under normal circumstances it can be used alongside the Auxiliary or Tertiary functions to create the Supplementary and Dormant modes.

Function	Example	Observable Behaviour
Dominant Function: (known in MiRo as the Pivot Point)*	Extroverted iNtuition	This person will mainly be seen to think with one foot in the future. They will see patterns in data and look for connections. They will problem solve on their feet and may come across as if they are making it up as they go. Their real strength, when using this function, will be bringing new and innovative ideas to the table. Due to their Extroversion they will build ideas through others and verbalise their thinking.
Auxiliary Function:	Introverted Feeling	Though this person will push hard for their ideas to be adopted they will want everyone to join them in their thinking. From time to time they will move their position to the Auxiliary Function, turn in on themselves and worry about individuals and their buy in to the new idea. They will be concerned about others needs, knowing full well that by ignoring them they risk not meeting the objective. This function will be used as a partner working hand in hand with the Dominant Function.
Tertiary Function:	Introverted Thinking	At some point this person will want to sit back and consider all that has happened and what direction they are taking. They will make a departure from driving forward and reflect inwardly on their direction. This is the point at which they will make logical plans and start tasking. As this is a Tertiary function they won't want to spend too much time in this Introverted position, but the time they do spend here will give them a rest from the drive of Extroverted iNtuition.
Inferior Function:	Introverted Sensing	The inferior function is a seldom-visited position. It represents the very last concern of the individual and is seen as an un-required mode of behaviour, though it has more influence on the individual than they think. This function will act as a nagging reminder of the areas of concern that are being ignored by the individual. In this case the individual will not want to be hindered by concrete facts or anything that might get in the way of meeting their goal. But at some point they know they will have to visit this function and the cold hard facts that lie there. The



understanding people

individual could become stressed, causing an Inferior breach, at which point they may be seen to concentrate on hard facts, obstacles and past problems as they stay in the Inferior position, almost as a way to avoid their Dominant Function. This is an unhealthy position to be in, as the Inferior Function should only be visited to complete the circle of effective behaviour. Staying here too long could suggest overload and stress.

**Table 2: Functional Stacking**

\* MiRo calls the Dominant Function the Pivot Point as it is the point in which someone’s behaviour will swing between the Auxiliary Function and the Tertiary Function. Yet observers may only ever see the Dominant Function as an observable behaviour. This is where MiRo starts to make

clear that we are never just one behaviour, we tap into different parts of our personality to achieve our goals. Even though the above individual may only ever come across as an Extroverted iNtuitior, they are in fact using different behaviours and internal functions to complete the task.

**Notes:**

## Cognitive functions and personal development

This is not just about describing human personality but changing it. Jung intended to describe the natural course of human maturation through his description of personality. This is all underpinned by Jung's ideas about archetypes and there has been much written about this by other professionals. Those wishing to seek this out will find Jung's work rich, insightful and beautifully poetic in nature (if not in style). For our purposes though we are interested only in the practicalities of personal development.

Jung postulates that as infants all of our cognitive functions are unconscious. Only by making them conscious can we learn to master them. In healthy development this happens in order.

In childhood we become aware of and gain mastery over our dominant function. This has its advantages as we learn to deal with the world but think of any of the eight functions without it's adjacent neighbour. Extroverted iNtuition without Feeling or Thinking for instance, is all go, all

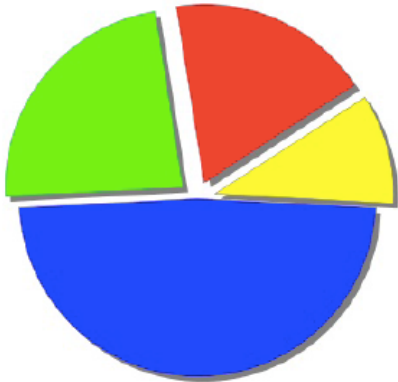
ideas and all experience, without ever making a decision and finishing things with no personal values or knowledge. An Introverted Feeler, without Extroverted iNtuition or Sensing to bring in real world information, is a dreamer and a fantasist. What is endearing as a child is dysfunctional in an adult.

In adolescence and early adulthood we begin to develop our Auxiliary function. Later, in true adulthood, our Tertiary function is developed. We can even make some advances in terms of our Inferior function and may even have some of our greatest insights through its use.

You may have noticed that in every person there are four functions that do not seem to have a place. These are shadow functions and Jung suggests that these are so deeply hidden that we can only truly access them through dreams and stories and art. They too play a part in our personal development but not in this manual.

### Exercise

Complete the following:



Pivot Point (Dominant function):

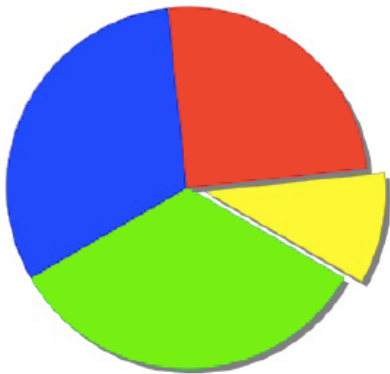
*Extroverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

*Extroverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

*Introverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

*Introverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

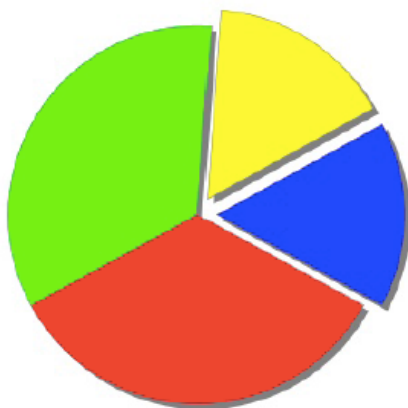
*Extroverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

*Introverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

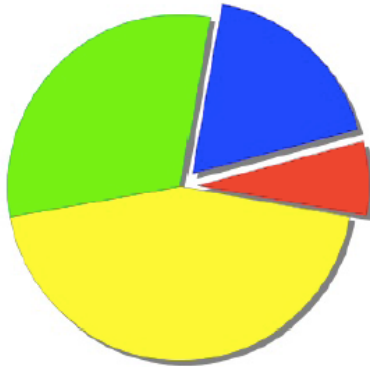
*Introverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



Pivot Point (Dominant function):

*Extroverted* \_\_\_\_\_

Auxiliary function: \_\_\_\_\_

Tertiary function: \_\_\_\_\_

Inferior function: \_\_\_\_\_

Personality type: \_\_\_\_\_



### The 16 Personality Types

<b>ENTJ</b>	<b>ENTP</b>	<b>ENFJ</b>	<b>ENFP</b>
<b>INTJ</b>	<b>INTP</b>	<b>INFJ</b>	<b>INFP</b>
<b>ESTJ</b>	<b>ESTP</b>	<b>ESFJ</b>	<b>ESFP</b>
<b>ISTJ</b>	<b>ISTP</b>	<b>ISFJ</b>	<b>ISFP</b>



## ENTJ

ENTJs are little more than two percent of the total population, and given their preference they become natural leaders. From an early age they will have been taking command of groups. ENTJs will like to give structure and direction to whatever situation they find themselves in. They utilise people wherever they find them and direct them to achieve goals. Through their tendency to establish plans for a task, project or organisation, they have the air of a leader.

ENTJs, over all the other types, desire to see the big picture, including visualising where the organisation is going, and they are normally able to communicate that vision to others. Their organisational and coordinating tendencies are highly developed, which means that they are likely to be good at prioritising, tasking and demonstrating their ideas. Their ability to organise, however, may be more highly developed than their ability to analyse, making them dependent on the analysers in the team.

ENTJs will normally make their way to positions of responsibility and enjoy being part of the leadership team. They work tirelessly and can be very devoted to their jobs, blocking out other areas of life for the sake of their work. ENTJs arrange their teams into highly functioning units. They will plan in advance, keeping both short-term and long-range objectives in sight and within the big picture. For the ENTJs, there must be a goal-orientated reason for doing anything and everything is done to meet that goal. People's feelings will always come second to the meeting of the goal. They make decisions based on formal data and use the data to inform and oversee

their plans, of which they expect others to follow suit. They hate bureaucratic red tape, irrelevant tasks

and confusion in the workplace. Although ENTJs prefer established procedures, they will abandon a procedure if it is ineffective in accomplishing the goal. ENTJs look for and remove ineffectiveness and inefficiency, and are impatient with errors and those who make them.

ENTJs clearly identify problems and the required solutions for the problems as well as the wellbeing of an organisation. Having a strong desire to lead, they are not likely to be happy as followers, so to make best use of an ENTJs capabilities it is good to have them in charge of projects and teams.

ENTJs tend to be natural-born leaders. People with this personality type are normally gifted with charisma and confidence and project authority in a way that draws teams together behind a common goal. They will differ from the EFTJs tendency to consider people and their feelings. Instead characterised by an uncaring level of rationality, they will drive towards their goal through pure determination to achieve whatever end they have set for themselves.

ENTJs love a good challenge, big or small, and they firmly believe that given the right resources and time they will achieve their goal. This trait makes ENTJs successful entrepreneurs. They have strategic minds and thinking that helps them to have a long-term focus as they work through each step of their plans with determination and precision.

## ENTP

ENTPs will enjoy a good verbal joust and will be cerebrally quick. They will love the argument both for its own sake and to show off their verbal skills. They tend to have a dark sense of humor as well, while enjoying playing devil's advocate. They sometimes confuse, offend or hurt those who don't understand or accept the concept of argument as a sport.

ENTPs are problem solvers who use their intelligence to develop innovative and ingenious solutions. They complement this skill with their verbal agility and enjoy sparring with words as much as they do solving problems. From time to time this can backfire as their facts and data are challenged and their wiliness to cut corners without regard to any rules is found out. Their tendency to be over-ambitious with all that they take on can land them in hot water.

Both in their personal and work life ENTPs enjoy new and innovative gadgets and toys, though their attention to these moves on quickly as the next innovative thing comes along.

ENTPs like to keep an optimistic view and tend to become very worked up about the smallest of setbacks, where major setbacks they tend to regard as a challenge, which is tackled with determination. ENTPs have little or no time for people they consider to be unintelligent or having the wrong attitude and do not restrain themselves from demonstrating how they feel. That said, they can be very charming when not under pressure.

ENTPs can bond closely and spontaneously with people. Some appear to be rude and sharp with their

nearest and dearest; others are so demonstrative that they succeed in surprising co-workers who have only

seen their Driving side. ENTPs tend to have friends who are clever and who enjoy entertaining others as much as they do. Aside from those two areas, ENTPs tend to be oblivious to the feelings of others.

ENTPs have a wide range of interests, giving them multiple capabilities. They are generally good at anything that captures their interest. ENTPs can be successful in the many different situations they find themselves in. ENTPs will do best in roles that allow them a lot of personal freedom where they can use their creativity to generate new ideas and solve problems. They will be restless and unhappy in roles that are regimented and confined.

The ENTP enjoys being the devil's advocate, thriving on arguing the finer parts and changing beliefs. Unlike their more determined Judging (J) counterparts, ENTPs do this because it is fun and not to achieve some deeper purpose or strategic goal. ENTPs love mental sparring more, as it gives them a chance to exercise their effortlessly quick wit, broad accumulated knowledge base and capacity for connecting disparate ideas to prove their points.

## INTJ

INTJs like to work on activities that take their interest. They are perfectionists who will seek to make improvements where they can. In fact, they can become overly focused on the idea of perfection but their pragmatism will always pull them towards completion of the task. This conflicting behavior produces an independent mind, freeing the INTJ from constraints such as authority, convention or sentiment.

INTJs have a good imagination coupled with a sense of reliability, which means they are regarded as the best people to build and maintain systems. Whatever an INTJ works on they will approach it with cause and conviction. Their perfectionism can be seen, at times, as a higher priority than any authority that may be present. INTJs can be unsparing; you will instantly lose their respect if they believe that you are not giving your all, including managers. INTJs will lead critical change, sometimes without consulting their supervisors or co-workers.

INTJs like to stick to what they know and will thrive in an environment where a combination of intellect and incisiveness is required. When they see a good reason to promote their abilities INTJs can rise to management positions. INTJs can work hard at relationships. Although as Thinkers, they rely more on facts and what they can see, rather than having the empathy of the Feeler. In such cases their Intuitive function can often act as a good substitute by making meaning behind such things as tone of voice, turn of phrase and facial expression. This ability is then used to understand and support those they care about.

INTJs give off an air of self-confidence, a touch of mystery. Their insightful observations and original ideas give them a position of leadership. Their formidable logic enables them to push change through with pure willpower and force of personality. It will, at times, feel that INTJs are bent on breaking down and rebuilding every idea and system they see. They will employ a sense of perfectionism to the work and anyone who doesn't have the talent to keep up is likely to immediately, and permanently, lose their respect.

INTJs are good at building strategies and supporting systems and often see the world as a complex challenge to be solved. They want to understand how a thing works and how a process works. INTJs apply themselves to a project or idea in depth and will put in a concentrated effort to achieve a goal.

INTJs seek knowledge and strive to constantly build on their competence. Being perfectionists they have extremely high standards of performance for themselves and others.

## INTP

INTPs are thoughtful, analytical people. They may over think things and become so deeply invested in a subject that they seem detached. They describe things in a very precise way and will often correct others (or be sorely tempted to) if their description is a bit off. While frustrating to the less concise, this fine perfection gives INTPs an advantage with grammar and linguists.

INTPs like to go with the flow of things. They are easy going until their principles are stepped on, at which point they will become outspoken and inflexible. They prefer to work in a team environment, though they will be reserved, not wishing to make spectacles of themselves.

INTPs hate to fail. This means they can spend considerable time second-guessing themselves. They can't shake the feeling that one's conclusion may well be met by an equally plausible alternative solution. They also hold the fear that they may very well have overlooked some critical bit of information. An INTP will try and keep an open mind and when arguing a point they may well be trying to convince themselves as much as their colleague.

INTPs thrive on systems. INTP's like to understand and manipulate systems and could get easily caught up in the process. Their fascination for logic and their inward looking workings is often seen as a detachment from the environment. Sometimes they can concentrate so hard that time is forgotten and external stimuli are ignored. Meeting deadlines or completing tasks can become secondary.

INTPs have a cool exterior but are passionate about reason, analysis and innovation. They toil to develop systems that unify the principles they hold dear in their environments. Their minds are active and at times complicated. They will quietly struggle with the challenge of the day and create a complex, yet full proof solution.

The INTP will not follow the crowd but prefer to develop their own individual way of doing things. The INTP stays on their toes by being suspicious of assumptions and conventions. They love to break apart ideas, especially well established ones. INTPs are unforgiving when analysing concepts and systems. They are often confused and irritated by other people who argue an ideology that doesn't make logical sense.

## ENFJ

ENFJs seek to develop and promote growth in themselves and others. They seek to develop the potential of relationships within the team. They dislike conflict and seeking to keep the harmony in all relationships is very important to them.

ENFJs have an idealistic view and like to organise and implement their vision of what is best for humanity. Their ability to see the potential of others, coupled with their charisma in persuading others to their ideas, makes them the starting point for human growth. Their focus is on values; they always have a vision and are passionate about people.

ENFJs are typically very driven with an abundance of energy and they like to have a lot going on. They are concerned about the needs of others and acutely aware when someone is suffering. They are optimistic and forward thinking and have the intuition to see opportunity.

ENFJs are focused on people. They create working environments that encourage people possibilities. They have excellent people skills. They work to understand and care about people and they have a skill for bringing out the best in others.

ENFJs main interest in life is people. Their focus will be on understanding, supporting and encouraging others. They will be the driver for making things happen for people and they will get a personal satisfaction from this.

ENFJs are usually unselfish but some under developed ENFJs have been known to use their people skills over people in order to manipulate them.

ENFJs need to spend some time alone so they can take a break from being so externally focused.

ENFJs tend to define their life's direction and priorities based on helping other people meet their needs. This is sometimes achieved by the ENFJ not being aware of their own needs.

ENFJs want close and supportive relationships with others and believe that to get things done you need co-operation and teamwork. They like to be liked and can be sensitive when given either positive or negative feedback. They seek the best not just for themselves but for others as well.

## ENFP

The ENFP has a truly free spirited personality. They are often the life of the party. Their focus and enjoyment is the social and emotional element, they are less interested in the excitement and pleasure of the moment than they are in enjoying relationships. They are charming, free, lively, compassionate and often noticed in any crowd.

ENFPs tend to see life as a big, complex puzzle with multiple connections, which they view through emotion and compassion. They will always be looking for a deeper meaning for a situation or relationship.

ENFPs are enthusiastic and warm people. Their enthusiasm gives them a natural ability to inspire and motivate others. They are very good at talking themselves in or out of most things. They portray a love of life, as if it is a special gift. Typically, they are full of potential, living in the world of possibilities, which drives them to become very passionate and excited about things.

ENFPs like to have, or at least portray that they have, a broad range of skills and talents; if something interests them then their skills will be very good. ENFPs are project orientated people and will enjoy taking on several different types of project throughout their careers and lifetime.

ENFPs may come across as having no direction or purpose, but in reality they are actually consistent with a strong sense of values. Their values will help them navigate everything that they do in their lives. An ENFP wants to believe that they are free and they are able to be their true self. They have a strong sense of meaning, which they

see portrayed in everything.

An ENFP has an inner need to follow through with all their projects. This can be a problem area for some as they have a tendency to take on too much at once. Some can fall into the habit of dropping a project when they see a new possibility. When an ENFP keeps centered they will be successful at their endeavors.

Most ENFPs have very tuned people skills. They are warm and have a genuine interest in people. ENFPs almost always harbor a strong need to be liked, sometimes tending to be over emotional and sometimes insincere, while generally overdoing things in an effort to win acceptance. However, once an ENFP has learned to be balanced with their emotions they excel at bringing out the best in others. An ENFP has an exceptional ability to intuitively understand people very quickly. They use this skill to relate to others on their own level.

## INFJ

INFJs like a world where things are orderly and systematic. They put a lot of effort into developing the best system for things to happen, and they constantly rethink and re-define the priorities in their lives. They are frequently right and they usually know it. INFJs have a strong belief in their instincts and intuitions. This can drive a conflict within the INFJ, as they struggle with the different approach they have with their inner and outer worlds. This may result in the INFJ not being as organised as other Judging types.

INFJs have a strong insight into people and situations. They perceive things through "feelings" and they intuitively understand them. INFJs are guarded of their inner selves, sharing only what they choose to share, when they choose to share it.

INFJs are as warm as they are complex. INFJs will care a great deal about people who they are close to, especially those who are able to see them for who they are and their depth of caring. INFJs will become agitated with situations of conflict, driving the normally peaceful INFJ into a state of anger.

INFJs are deep, complex individuals, who like their privacy making them sometimes difficult to understand. INFJs will always hold back part of themselves in relationships and can come across as being secretive.

INFJs are sensitive of people's feelings and try to hold their punches to avoid hurting anyone. They are deeply concerned about their relationships with others as well as the fostering of a caring environment.

They sometimes get confused and believe themselves to be extroverts because they have such an outgoing

Personality and a genuine interest in people. However, INFJs are true Introverts, who only like to be emotionally intimate with a chosen few friends. INFJs will suddenly withdraw into themselves, shutting out even their closest friends, as personal and organisational demands made upon them take their toll. This is a necessary pressure valve for them, giving them time to rebuild their resources and to prevent an emotional overload.

INFJs hold deep-seated values about the important things in life. They can be champions of the little man at great cost to themselves. INFJs may give a great deal of thought to getting even with those who pick on the defenseless. The concept of 'poetic justice' is appealing to the INFJ. They are not easily led and will need to see real inspiration in their leaders.

## INFP

INFPs continuously seek to find the truth and meaning in all things. Every relationship, every meeting and every piece of knowledge is sifted through their system of values to evaluate the potential for the INFP to define or refine their place in the world and the values they live by. Having said that the INFPs mission is always the same, to help others and make the world a better place.

INFPs see people intuitively. They rely heavily on their intuitions to guide them and use what they learn to constantly seek out the value in life. They are thoughtful and considerate people who genuinely listen to others, while putting them at ease. Though attuned to people's emotions, they are themselves reserved and prefer to hold back their own emotions. That said they are caring people who are interested in others. This is not lost on people, making the INFP a valued friend or colleague.

INFPs have a laid-back, and somewhat flexible style, which is rarely rattled. In fact, they only really react when one of their all-important values is violated. When their value system is threatened, the INFP can become aggressive and defensive and will fight passionately for their cause. When an INFP has taken on a project or job that interests them, it will become an important cause to fight for. Although they are not driven by it, they will cover every possible detail in pursuit of their "cause".

INFPs are not keen on conflict and will avoid it at great lengths. If they have no choice but to join in a conflict they will always approach it from the perspective of feelings. When in

conflict they will not be bothered by who is right and who is wrong. They focus on the way conflict makes them feel. Regardless of the situation, they don't want to feel bad. This is something that from time to time makes them appear irrational and illogical in conflict situations. That said INFPs are all for solving other people's conflicts. This is because they understand people's perspectives intuitively and genuinely want to help them.

INFPs live a life of high standards and strive for perfection. This makes them hard on themselves, not giving themselves enough credit. INFPs may have problems working in project teams because they will set very high personal standards, which are likely to be higher than other members of the team. In such environments, they may have a tendency to want to take control. The INFP needs to work on balancing their high ideals with the requirements of every day living.

## ESTJ

ESTJs surround themselves with facts within a concrete working environment. They live in the here and now, while constantly viewing the environment to make sure that everything is running correctly. They like and follow traditions and laws, with a clear set of standards and beliefs. They expect nothing less of others and have no patience with people who do not work to the same values.

ESTJs see competence and efficiency as an important element of life. They like to work hard and see quick results for their efforts. They take charge frequently and people let them, as they have such a clear vision of the way things should be. Their natural leadership style is underpinned by a confident self-belief. They can be aggressive at times but this comes from a need for action.

ESTJs value order and security and feel obligated to install these values into the working environment. They are extremely talented at developing systems and project plans that need action. They can sometimes be very demanding and critical because they have such high values and beliefs on how things should be done. They are not scared to express themselves strongly if they feel someone isn't meeting the standard and they will be extremely straightforward and honest.

The ESTJ enjoys interacting with people and likes to have fun. They take their community or team commitments seriously and follow their own high standards of "good citizenship."

The ESTJ can have a tendency to be too rigid and overly detail-oriented.

Sometimes, they can become very tied up in their own beliefs, so it is important that they remember to give

other people's input and opinions a chance. They can also, at times, neglect their Feeling side and create a problem with other people's need for intimacy. They may unknowingly upset others feelings by applying logic and reason to situations, which demand more emotional sensitivity.

The ESTJ puts a lot of effort in to almost everything they do. They will endeavour to ensure that every aspect of a job is completed to a high standard and they will be very conscientious, practical, realistic, and dependable in all that they do. The ESTJ will dutifully work in a tireless fashion so everything that is important is completed to time and specification. They might not value the importance of goals, which are outside of their practical scope, unless they are able to see the relevance of such goals to practical concerns.

## ESTP

ESTPs are known for their outgoing, straight-shooting nature. They are enthusiastic and excitable, but are best known for being action oriented "doers". They are blunt, straightforward risk-takers, who are willing to jump right into things and get their hands dirty.

ESTPs are very good at perceiving people's attitudes and motivations. They pick up on the smallest of things, which others would miss, such as facial expressions and body language. This gives them an advantage over the people they are interacting with. ESTPs use this ability to meet their goals in any situation. They see rules and laws as guidelines rather than mandates.

ESTPs are fast-moving, fast-talking people, who have an appreciation for the finer things in life. They are usually very good as story tellers and improvisers, which captivates an audience. However, they will prefer to make things up as they go along, rather than following a plan. They enjoy fun environments and are fun people to be around.

They make decisions based on facts and logic, which can upset people sometimes as they may ignore different people's values based on their need for logic.

ESTPs live in the here-and-now. They place little importance on theory. They like to look at the facts of a situation, quickly decide what should be done, execute the action and move on to the next thing. The ESTP does not trust their instincts and is suspicious of other people's intuition as well. That is

why facts and concrete thinking is so highly valued by them.

If the ESTP decides that something needs to be done, then it will be done regardless of what rules might be broken. That said, the ESTP will have their own strong belief in what is right and what is wrong. Even though they will break other people's rules, they will stick to their rules and principles doggedly.

The ESTP likes to keep moving, and does well in roles where they are not restricted or confined. Routine chores will stifle the ESTP and make them unhappy. ESTPs are full of energy and enthusiasm, making them good leaders.

## ISTJ

ISTJs are peaceful people who like a bit of security in their life. They are quiet and reserved individuals with a strong internal sense of duty. This gives others the impression that they are serious people who will generally get the job done. Organised and methodical in all they do means their approach to tasks is normally successful.

ISTJs respect facts. They will know a great deal of facts, which they have gathered through their Sensing ability. If a theory or idea is different to their own then they may have difficulty understanding it. However, they can take on the idea, if they see the relevance and robustness of it. This will be further reinforced, if someone who they respect or care about presents it to them. Once the ISTJ supports a cause, they will work hard to ensure support is given where support is needed.

ISTJs place a high importance on honesty and integrity. They will be loyal and dependable and work hard to be "good citizens" who can be depended on. These are generally very serious people but they can have a good sense of humour, both at home and in the work place.

ISTJs carry a strong belief in rules and traditional ways of doing things. They hold others to a similarly high standard. They are not comfortable going against the rules or breaking with tradition and may dig their heels in to make their point. That said, if there is a good reason for stepping outside of the established mode of doing things, which can be logically articulated, then the ISTJ will support that effort. However, it is rare for an ISTJ to

change course, as they tend to believe that things should be done according to procedures and plans, making them excellent project co-ordinators and managers.

The ISTJ is known for following through and seen as an extremely dependable person who will always keep their promise. This can be a disadvantage as they sometimes get more and more work piled on, as people know it will get done. The ISTJ may have a difficult time saying "no". This is because they have such a strong sense of duty. For this reason, the ISTJ often works long hours and may be unwittingly taken advantage of.

The ISTJ will put all their energy into completing a task and work long periods of time to complete it, something they see as just necessary and important to fulfil a goal.

## ISTP

ISTPs are good at logical analysis and like to apply it in a practical way. They have a need to understand how things work. They are normally very good at reasoning, showing very little interest in theories or concepts unless they can see a practical application.

ISTPs believe very strongly that people should all be treated equally and fairly. They will be loyal to their cause and fight to uphold the facts. They don't like being slotted into a system they didn't create and will not necessarily follow such a systems rules. Although, they will follow their own rules and they certainly will not take part in something that conflicts their personal values and system of rules.

ISTPs need time alone to sort things out in their minds. They take on such a large amount of facts from the external world, that alone-time is essential so that they can sort through those facts and make decisions. However, once they have had their time alone, the ISTPs are action-oriented people.

ISTPs like to be up and going, getting things done. They will not sit behind a desk, managing statistics or long term planning all the time. Though these tasks will be done, they will quickly be put to one side as the ISTP gets the job done. Adaptable and spontaneous, they respond to what is immediately in front of them. They can be very effective project leaders, as they utilise all their skills in a hands on way. They have a keen eye for detail and practical applications, along with an excellent sense of expediency that enables them to make quick, effective decisions.

ISTPs have an adventuresome spirit and thrive on action, with a fearless approach. ISTPs are staunchly independent, needing to have the ability to make decisions themselves.

ISTPs are good at following through with a project and tying up loose ends, which again makes them good project managers. They are excellent in a crisis and enjoy the buzz of the drama.

ISTPs have a great deal of ability, making them all-rounders. However, when they get to use their logical analysis and technical skill, they are at their happiest, especially when they are right in the middle of an action-oriented task.

## ESFJ

ESFJ's enjoy and happily observe traditions and are generous in giving. They like to take charge and will quickly start delegating tasks for the good of the project. They will judge everyone by their own standard, which is work hard and play hard.

ESFJs respect the chain of command and will expect work to flow up and down the chain without unnecessary delay. However, these are people persons, who are very interested in others and have an attuned skill for bringing the best out of people. They are very good at reading others and seeing others points of view. The ESFJ wants to be liked and wants a good working environment. To ensure this they are very supportive of others.

The ESFJ will always take their work seriously and will be known as a dependable pair of hands. They see security and stability as very high priorities. They have a tendency to see what needs to be done well before others do, and do whatever it takes to make sure that it gets done. They enjoy clear tasks that have clear deadlines and are extremely good at completing them on time.

The ESFJ's have an external value system, which values people and tasks equally. They will have a good idea about how things should be and happily make it known to all what they think. They are very giving people who enjoy the happiness of others, although they want to be appreciated themselves for who they are and what they bring. It takes a great deal to convince an ESFJ of a difficult truth about someone they value.

ESFJs will believe very strongly in their value system and those within it. They will find plenty of support for whatever moral abnormality they wish to justify. They will manipulate others to achieve their goals, while believing that they are being very moral about what there doing.

ESFJs enjoy structured environments and are not likely to enjoy having to do things that are not properly scoped. They do enjoy creating order and structure and are good at tasking, which gives them some issues about being controlling.

## ESFP

ESFPs can think and articulate that thinking in a very unstructured way. They will jump from thought to thought and cover all sorts of facts in a manner that may not be coherent to others. Though if you can follow their thinking, or at least have patience with them, they will bring many good ideas to the task.

ESFPs like new thinking and ideas and will stay abreast of the latest fads and gadgets. Their favorite topic of conversation is people. Their world is based on people and the possibilities and experiences they bring. Their lives are based on the here and now and they love the drama of life.

ESFPs have good people skills and often find themselves in the role of peacemaker. Since they make decisions through a highly developed value system, they are likely to be sympathetic and concerned for other people's well being. Their strong people skills include being very observant of other people. They seem to sense if something is wrong with someone very quickly. They will always offer up a solution to any problem, especially people related ones. Their solutions may not be based on sound theory or future planning but they will be relevant and practical.

ESFPs see the world as a stage and they enjoy being the center of attention. They always like to put on a show for others in order to make them happy. They love the party element of life and see themselves as the host.

ESFPs love of people tends to get returned as people find it hard not to love an ESFP.

ESFPs live life spontaneously, they have an optimistic view of the world and love to have fun. However, if someone goes against an ESFP they will likely judge him or her harshly. They can be known for harboring a deep dislike in such a situation.

ESFPs are likely to be very practical. Although ESFPs dislike structure and routine they can be very practical. They will go with the flow while trusting their ability to deal with most situations they come across.

They learn best with "hands-on" experience rather than detailed and structured studying. The ESFP does extremely well in situations where they are allowed to learn by interacting with others, or in which they "learn by doing".

## ISFJ

ISFJs like concrete facts and environments that have a high degree of human kindness. These truly warm and kind-hearted people like to believe the best of people. They strive for harmony and cooperation and are sensitive to other people's feelings. ISFJs are valued for their consideration and awareness. They have the ability to bring out the best in others.

ISFJs hold a personal idea of the way things should be. This is then something that they strive to attain in their working environment. They seek security and value kindness, while respecting traditions and laws. They tend to respect systems as they are and, therefore, are not likely to easily do things in a new way. The exception to this will be if they are shown a concrete way and why it is better than the established method.

ISFJs watch people and take in information about them that is personally important, and store it away. This store of information will be accurate, due to ISFJs exceptional memory. This information can be stored by the ISFJ for many years and brought back up in precise detail years later.

ISFJs like to try things out in order to learn. They would rather experience something first hand, than by reading about it in a book. This is why they are not likely to be found in roles that require a lot of conceptual thinking or theory, because they value practical application. The ISFJ will learn a task best through its practical application. Once the task is understood, alongside its practical importance, ISFJs will

work tirelessly to carry out the task to completion.

ISFJs are always aware of their internal feelings and are very good at picking up on other people's feelings. They are not expressive with their feelings and will keep things bottled up inside. Negative feelings may build up inside the ISFJ, until they turn into established judgments about individuals, which will take a great deal to change.

The ISFJ feels a strong sense of responsibility and duty. They take their responsibilities very seriously and can be counted on to follow through. For this reason, people naturally tend to rely on them. The ISFJ has a difficult time saying "no" when asked to do something and may become overburdened. In such cases, the ISFJ does not usually express their difficulties to others, because they intensely dislike conflict and because they tend to place other people's needs over their own. The ISFJ needs to learn to identify, value and express their own needs, if they wish to avoid becoming over-worked and taken for granted.

## ISFP

ISFPs are Sensors whose outlook is one of possibilities. They stay in tune with the world through the use of all their senses; look, taste, sound, feel and smell. ISFPs use this strong sense of the world to be very creative people, who develop things that will strongly affect the senses of their audience.

They strive to consistently meet a strong set of personal values and like to feel as if they are living their lives in accordance with their values. They will be so dedicated to their value system, they will rebel against anything that conflicts with that goal. They like a working environment, which allows them the freedom of working towards their value-oriented personal goals.

ISFPs are generally quiet and reserved. They will take some getting to know, as they are very guarded. Their ideas and opinions will be held back except from those who they are close to and they trust. Though they can be cold and guarded, they are just as likely to be kind, gentle and sensitive. In fact, they are keen to contribute to people's sense of wellbeing and happiness.

ISFPs have a strong connection with the surrounding world and will be very attuned to the aesthetics and beauty of things. They are original thinkers who

like to be given a high degree of independence and a sense of personal space. People who take the time to understand them are valued highly by the ISFP, especially those who support the ISFP in pursuing their goals in their own, unique way.

From the outside looking in, some may see their unique way of doing things as carefree and light-hearted but they would be wrong. ISFPs take things very seriously. They will constantly

gather information and run it through their value systems, in search of clarification and underlying meaning.

ISFPs are action-oriented and seen as "doers". They will be uncomfortable with theories and concepts, while treating new ideas with suspicion, until they see its practical application.

When the ISFP is "hands-on" with a project or within an environment, they will be at their best. This will also give them a stronger base from which to learn. They may become easily bored with traditional learning. ISFPs do not like the impersonality of basic analysis, and will not rely on logic alone to make decisions. Instead, their strong value systems demand that decisions are evaluated against their subjective beliefs, rather than against some objective rules or laws.

## Personality in Context

When discussing performance and the need to use MiRo or any other Psychometric assessment, it is useful to use the four-dimensional performer model to set the context. The Four D model was developed to demonstrate that, in order for an individual team, department or organisation as a whole to work at optimum performance levels, there have to be four different dimensions to the way they work. These are:

- Know Function
- Know Self
- Know Others
- Know the Dynamic.

As individuals at work we consistently focus on knowing the function. The Four Dimensional Performer establishes the importance of focusing equally on the other three dimensions of performance: knowing self, knowing others and knowing the different dynamics that are created when individuals come together as a group. “Knowing self and others” (in the

context of a manager or team member), entails the development of understanding why each team member might have a different perspective on the same issue and why each might create a different solution when presented with the same set of information.

To be truly successful in the modern workplace we need to have insight into individual motivations, fears, leadership styles, methods of communication and overall preferred styles of working. It is also becoming more and more evident that “Emotional Intelligence” (EQ) is just as, if not more, important than IQ in achieving success. Knowing and developing the group dynamic is paramount too. After all, if we all act and work in one way then we will only ever have one solution to a multitude of varying challenges. Or as Maslow put it, “if the only tool we have is a hammer, all our problems are all likely to look like nails.”

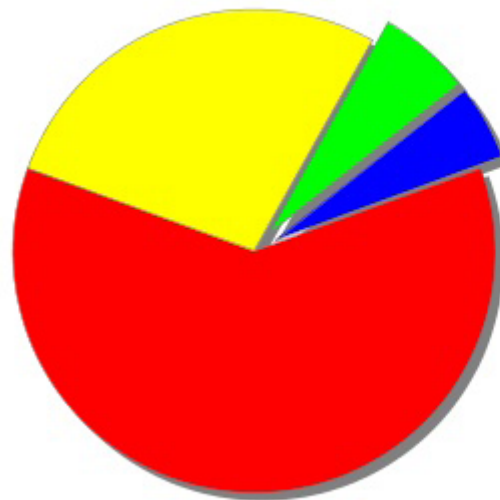
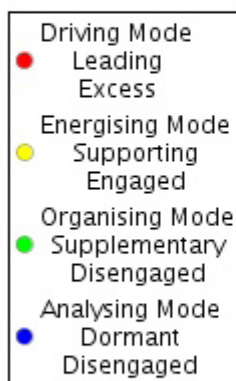


[Fig 8:](#) Four Dimensional Performance Model

## Exercise

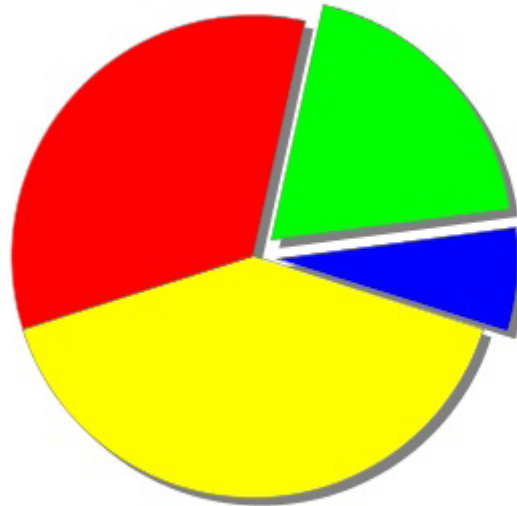
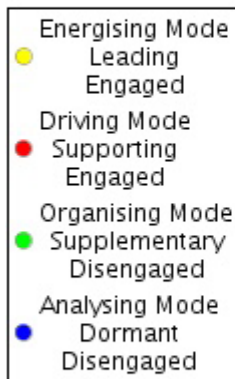
### Chart 1

**Your MiRo Results Chart**



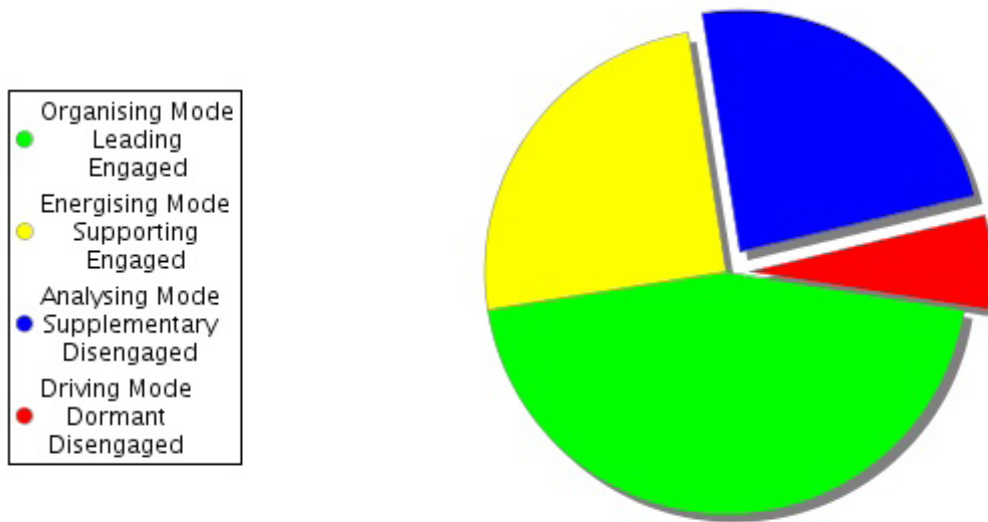
**This person is an Extrovert. What kind of Leader would they be, what would be some of the their main strengths, challenges and areas for development?**

## Your MiRo Results Chart



**This person is an experienced manager and an Extrovert. What kind of Leader would they be, what would be some of the their main strengths, challenges and areas for development?**

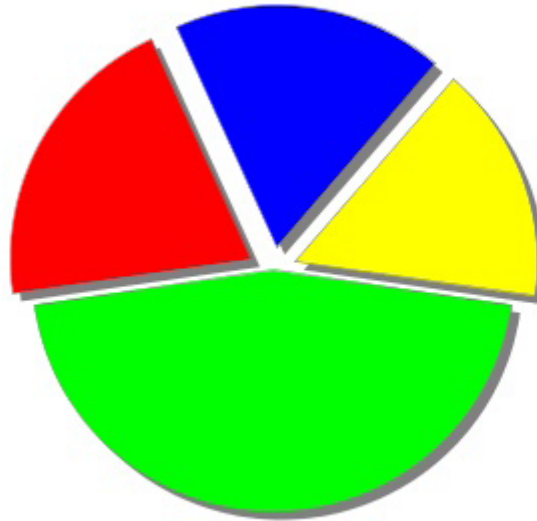
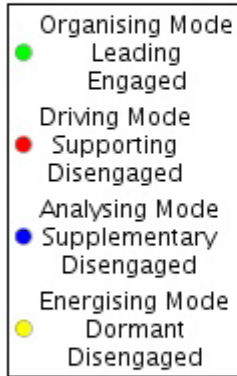
## Your MiRo Results Chart



**This person is an Extrovert who has just been told that they are to be made redundant. What strengths might they have to be able to deal with this and what might be some of their main challenges?**

## Chart 4

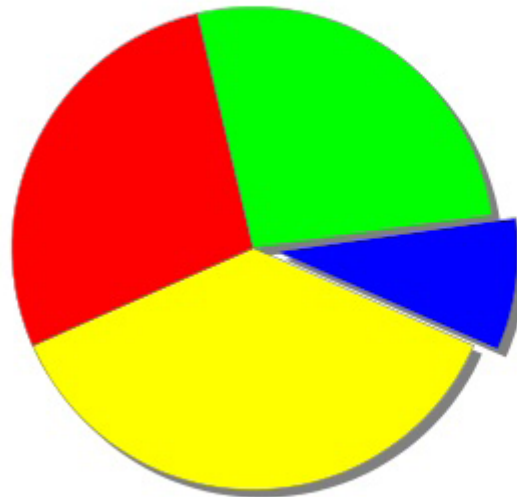
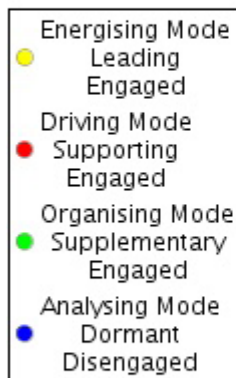
### Your MiRo Results Chart



**This person is an Extrovert looking for a career change. What advice might you give them if asked?**

## Chart 5

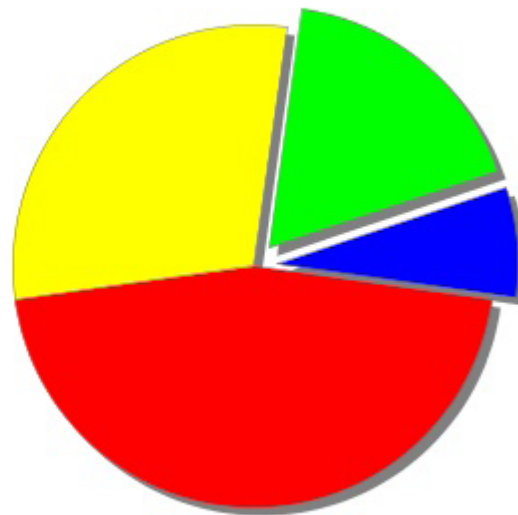
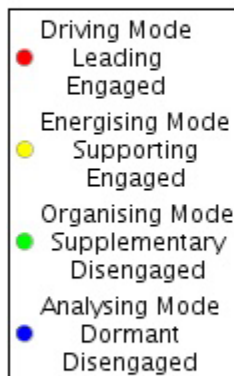
### Your MiRo Results Chart



**This person is an Introvert who is approaching retirement and is deciding whether or not to move abroad with her husband. What might she bring to the decision making process?**

## Chart 6

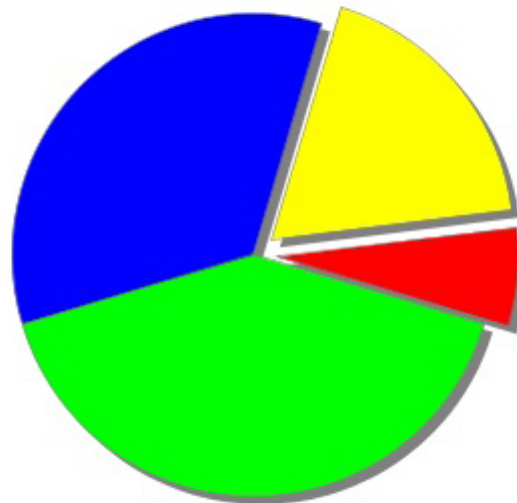
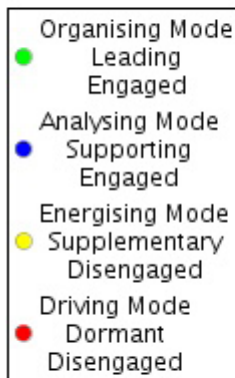
### Your MiRo Results Chart



**This person is a financial management consultant and an Extrovert working with a large charitable organisation. What can she offer them and what might be some areas of her personality for her to be aware of?**

## Chart 7

### Your MiRo Results Chart



**This person is an engineer and an Introvert who has just been promoted to lead his own team. There is a major piece of work coming up. What strengths does he bring to the role and where might he need to develop?**

